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RECRUITER

The United States Army Recruiting Command

CHANGE OF COMMAND

FEB. 9, 1996

JOURNAL-Feb 96



“Smart Quotes”

- **Some 29 million employees may work fewer than 40 hours a week. These are primarily women in low-paying sales and clerical jobs.**
(SOURCE: *The Boorman Report*, October 1995)
- **Today, 40 percent of all young adults are taking some sort of organized class. Continuing education is seen as the quickest route to re-training for a new or different position or to start a new business.**
(SOURCE: *The Boorman Report*, October 1995)
- **According to the American Federation of Teachers (AFT), the United States public school system is so oriented to those 25 percent of students who are college bound, that it leaves those who will be job seekers after high school with little incentive to learn while they are still in school.**
(SOURCE: *Youth Market Alert*, October 1995)
- **Care for veterans and dependents spans centuries. The last dependent of a Revolutionary War veteran died in 1911; the War of 1812's last dependent died 44 years ago; the Mexican War's in 1962. There are widows and children of Civil War and Indian War veterans who still draw VA benefits. Some 2,190 children and widows of Spanish-American War veterans are receiving VA compensation or pension benefits.**
(SOURCE: Department of Veterans Affairs)

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The United States Army Recruiting Command

Recruiter Journal

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February 1996



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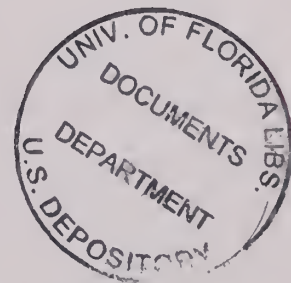
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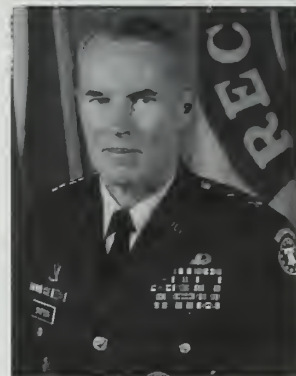
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Farewell to the People of USAREC



MG Simpson

I want to take this moment to express my sincere appreciation to the recruiters of the United States Army Recruiting Command for furthering my education on the professional noncommissioned officer corps. In the course of my Army career, I have never seen a finer or more professional group of NCOs as I have met during my time with USAREC. They have a tremendous responsibility to provide the strength for America's Army and they execute that responsibility with great skill and dedication.

I also want to recognize the contributions of USAREC spouses and other family members. They accept the challenges of their recruiters' lives and help keep those recruiters focused on what's important. It is not easy to revert to living in Hometown, USA, after becoming accustomed to military life on an installation, and they face many difficulties that other military families never experience. I cannot express enough admiration for their strength and their sacrifices.

I have also been impressed with the staff officers and civilians of USAREC. They work to support the recruiting force with a concern and dedication second to none in the United States Army. The Recruiting Command deserves the respect of the entire Army, not only for its continuous mission accomplishment, but also because it sets the standard for high performing organizations.

Susan and I have enjoyed our time with USAREC and will cherish fine memories of the many people who have impacted our lives during this time. Rest assured we will continue our abiding interest in the future of the United States Army Recruiting Command and the people who make it such an extraordinary organization.

Good luck and good recruiting!

A handwritten signature in black ink, appearing to read "Susan W. Simpson". The signature is fluid and cursive, with a long horizontal line extending to the right.

New battalion command list released

The following officers have been selected for USAREC battalion command for FY96:

1st Brigade		
Baltimore	Warren, Donald W.	AR
New England	Prall, John S. Jr.	AR
Syracuse	Sullivan, Michael J.	AD
Pittsburgh	Sinclair, John H.	FA

2d Brigade		
Atlanta	Dewulf, Gene A.	EN
Columbia	Macguire, Elizabeth A.	FI
Miami	Dewitt, Tony M.	MP
Tampa	Bombaugh, Karl D.	AG
Montgomery	Durham, Michael D.	AV
Raleigh	Singleton, Warren C.	IN

3d Brigade		
Chicago	Davidson, Ronald H.	MI
Columbus	Sherrill, Dorse M.	IN
Minneapolis	Cline, Richard A.	FI

5th Brigade		
Houston	Dochnal, Alfred E.	IN
San Antonio	Eubanks, Kenneth L.	AG
Des Moines	Ugent, Robert P.	MI

6th Brigade		
Denver	Habitzreuther, Karen L.	AV
Portland	Humphrey, Jack D. Jr.	AR
Sacramento	Velky, James L.	SF
Southern Cal	Breslow, Marc R. Jr.	SC
Salt Lake City	Fey, Daniel A.	IN



RECRUITING SUPPORT BATTALION

RSB summer requests due

A reminder to all brigades that the summer requests are due to RSB by Mar. 1, 1996. We also need to have USAREC Form 973 30 days prior to our asset arriving at the battalion area. Please fill out the USAREC Form 973 completely, so that the exhibit can arrive on time.

Two cinema vans will tour during the summer. The Army Adventure Van will tour the first part of summer, but during the second half (August and September) the van will be down for maintenance.

The long-range schedule for the Fall 1997 will be due to RSB on Apr. 1, 1996.

POC at RSB is SFC William Page, (502) 626-1990.

Health costs may be reduced at remote locations

Soldiers stationed at locations remote from any military treatment facility may see their health care costs reduced under a new Department of Defense program.

A feasibility test will begin this spring extending a version of TRICARE Prime into remote locations of TRICARE Region 11, Washington and Oregon. The plan will eliminate CHAMPUS deductibles and establish defined copayments

for families of soldiers assigned to areas where there is no access to military medical treatment facilities.

In calling for the test project, Under Secretary of Defense Edwin Dorn said he is concerned about the health benefits of active duty members and their families stationed in areas where military care is not available.

"In most cases, these family members must rely to a greater degree upon CHAMPUS for health-care coverage than active duty families who live near military medical facilities," said Dorn.

The under secretary says his goal is to improve access to care and lower out-of-pocket costs for these active duty families.

"It is our intent," said Dorn, "to make this program available to all active duty families assigned to remote locations as soon as possible."

Any permanent waiver of CHAMPUS deductibles will require Congressional approval. Dorn said he has asked the Assistant Secretary of Defense for Health Affairs, Dr. Stephen Joseph, to seek such legislation.

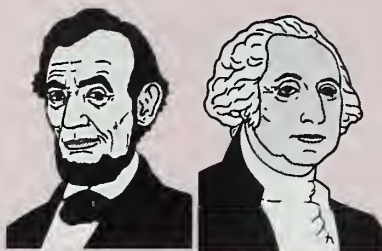
US Army Medical Command

Reservists offered new education benefits

The Army Reserve's new education benefits program, Project World Class, helps soldiers complete either an associate or baccalaureate degree at a Service-members Opportunity College-approved institution. Many, if not all of the courses required to complete a degree can be taken at home.

Army Reservists can call 1-800-852-5277 to access the following services:

- **College degree planning.** Reservists can learn what credits they can earn for their military experience and have a personalized two- or four-year degree plan prepared. The planning service will survey all available external degree programs to find the SOC-approved school which will offer maximum credit for military training and prior college education based upon a soldier's background and desired degree.
- **Video CLEP/DSST preparation materials.** Home study preparation materials for many College-Level Examination Program exams and DANTES Subject Standardized Tests will be provided free of charge to Reservists who want to earn credit through these examination programs. Video lessons are available to prepare for some of the examinations. Soldiers can purchase textbooks and study guides. A money-saving text rental program is also available.



Presidents Day is February 19th.

- **GED examination preparation materials.** Home study video courses in reading, mathematics, grammar, and writing are available free of charge to help soldiers prepare for the GED tests. A study program will be tailored to meet individual learning needs, pointing toward the GED examination.

Reservists can get more information on the Army Reserve's World Class Education Program by calling Abdul Ali, USAR Education Services Specialist at 1-800-359-8483, ext. 8579.

Golden Knights

The Golden Knights will appear as follows:

- 24 Feb, MCAS Yuma, AZ
- 14 Mar, Brooke AMC, San Antonio, TX
- 23-24 Mar, Punta Gorda, FL
- 24 Mar, Crested Butte, CO
- 30-31 Mar, Mesa AZ
- 13-14 Apr, MacDill AFB, Tampa, FL
- 13-14 Apr, Nacogdoches, TX

Correction

There was an error in last month's **News Briefs** announcing the Civilians of the Year. In the Outstanding Professional Employee category, runner-up Sally Lung is an operating accountant with the 1st Recruiting Brigade, not the 3d Brigade as reported.

"Any Soldier" mail to Bosnia

The following information is provided for anyone wishing to send mail to our soldiers serving in Bosnia:

The address for soldiers and airmen serving in the area is:

Any Service Member
APO AE 09397

The address for families left behind in Germany is:

Any Family Member
APO AE 09399

The addresses above should not be used by anyone addressing mail to a specific service member or family member.

The mail will be delivered to the area and distributed among units there. The family member mail will be distributed to families in Europe left behind when service members deployed to Bosnia.

IMPORTANT: *Mail to these addresses should be limited to cards and letters, to make it easier for the postal system to handle. In a few months, toiletries and snacks can be sent, as long as they're no bigger than a shoe box.*

Military postal officials have established a toll-free number to help those mailing items to the Bosnia area. To verify an active ZIP code or ask about restrictions, call (800) 810-6098 weekdays from 8 a.m. to 4 p.m. EST.

RJ story ideas?

Call (502) 626-0176.

Dynamic Team Performance Review

by MSG Clyde Alexander

Success 2000 has proven to be overwhelmingly successful for those organizations that have fully completed their transition. The common characteristics shared by most of the organizations that have made Success 2000 work are effective leadership, open communication, work ethic, training, and teamwork. These principles, however, should not be new to your organization. They are time-proven ideas as old as the Army. What *has* changed, however, is how these principles are applied in the Success 2000 environment, and how they can be applied in conducting performance review.

Performance review is the primary method used for station commanders to establish command and control of recruiting station production. It is the process the station commander uses to consistently evaluate the prospecting and processing activities of his or her recruiters. Performance review used to be a daily requirement; however, it was common knowledge that station commanders reviewed a recruiter constantly, as activities occurred. Station commanders were involved in the recruiting activities of his or her recruiters and were able to monitor and direct production-related activities as needed.

Success 2000 now allows station commanders to determine how often he or she needs to conduct performance review. Every recruiting station has recruiters with distinctly different personalities and abilities. The station commander, therefore, must use various methods of performance review best suited to that station. The station commander has wide latitude on conducting performance review. There no longer is a requirement for the performance review to be a one-on-one activity. In fact, many of the successful recruiting station commanders are conducting performance review once per week. The paradigm shift is that a performance review is now a team activity, not done one-on-one. In other words, the entire station conducts a performance review simultaneously.

The examples most often observed in the field are station commanders holding station meetings on Monday mornings. These meetings usually are held in a relaxed atmosphere to eliminate distractions.

A team performance review along with station training is conducted during these weekly meetings. There are different methods you can employ when conducting your team performance review. If, for example, you are the station commander of a large station you may have broken your recruiters down into teams. These teams could possibly consist of two recruiters per team or perhaps a couple of teams of three recruiters per team.

During your performance review you should have each team stand up and brief you and the rest of the station. Their briefing should discuss their last week's activities, including objectives, production and prospecting goals, and their accomplishments. Their work ethic should be evaluated by you and the rest of the station and improvements should be discussed. They should brief past and current projections. They would discuss DEP maintenance activities and any unusual problems they may have encountered. Solutions should then be discussed.

A couple of benefits would come from this system of team performance review. First, you are developing and maintaining a team focused toward the achievement of a common goal (mission box). Second, by conducting team performance review, peer pressure will naturally develop for those recruiters and/or teams not sufficiently contributing toward the station's success.

In addition, these weekly meetings will assist you in identifying training needs and will allow you to conduct immediate impact training. This will also allow everyone in the recruiting station to contribute to the training. Again, this helps build team spirit and the will to win.

There are other requirements that you must perform when conducting a performance review to properly do your job in maintaining focus when evaluating your station's production and prospecting activities. These activities include reviewing Prospect Data Records, previous suspended entries on the processing lists, DEP suspenses, and of course your recruiter's planning guides.

A certain percentage of these activities may actually be done during your weekly team performance review. For example, while your station recruiter teams do their briefings, you should ask them about current applicants from their processing lists. Let them know where they stand against their weekly and monthly requirements and give appropriate guidance as you deem necessary. Have the teams exchange planning guides and evaluate for work ethic discrepancies, possible improvements.

Any additional requirements, such as closing the loop, determining additional training needs, directing processing, can and should be done daily, with or without the recruiter present, to complete your performance review. Performance review is an ongoing, continuous activity.

Success 2000 provides you the opportunity to be creative in your leadership, management, and coaching style. As a station commander you have been empowered to take charge and accept responsibility of your station. Remember to trust your recruiters to do their jobs and hold them accountable to you. As a recruiter, you need to take charge of your personal production and accept responsibility to help your team grow and mature. Team performance review is a method to do just that.

CHANGE OF

— MG Simpson departs USAREC for Alaska Command



It seems like he just got here, but now MG Kenneth W. Simpson is getting ready to leave USAREC for his next assignment. Our commanding general will be taking on a new challenge, wearing two hats as the commanding general of US Army Alaska and deputy commanding general of the US Alaska Command. The change of command will be Feb. 9, 1996, at USAREC Headquarters at Fort Knox.

Simpson was the first USAREC commanding general in a long time to have no previous experience in recruiting, but in his 30 months in command he has made a definite impact on recruiting. The obvious change is Success 2000, which redesigned USAREC business practices, but there were many more accomplishments under his leadership. The following interview is a summation of MG Simpson's thoughts on his tenure in USAREC and his comments as he leaves this command.



It's no secret I came to recruiting "cold," that is, without previous experience in the command. But I wasn't concerned. I believe there are three critical skills necessary to command at this level: leadership, management skills, and technical knowledge.

Leadership depends on your interpersonal skills and is based on your ability to motivate and direct those in your charge. I think the longer you're around, working in different leadership situations, the more you learn to develop and use those skills. The second critical element is management skill, which depends largely on a person's ability to assimilate and synthesize information and make a decision about it. Whether you're in personnel, logistics, finance, operations, certain managerial skills are universal and, again, over time and with experience you develop your decision-making processes. I believe I brought a fair amount of both leadership and management experience to the job.

The third element, which I did not possess when I arrived in this command, was the technical end of the business. But I believe a person of average intelligence with the drive, desire, and energy to learn can acquire the technical knowledge necessary to do the job. In the private sector, you see CEOs moving around all the time — they are hired for their "management" skill, rather than for their technical knowledge. So I did not feel ill-prepared; I just had to accept the learning curve in the technical area.

I cannot think of a job in the Army, no matter which one you walk into, that you don't have to spend some time learning the technical end. So before I arrived at USAREC headquarters, I got as much information as I could — I got the regs, I went to the schoolhouse, and I listened to people talk about recruiting. I talked to former commanders, Generals Thurman, Ono, and Carney, who gave me the executive-level perspective. They didn't try to teach me recruiting, they tried give me insights on how to command this large, dispersed "sales" organization.

Internally, USAREC has some great resources — the staff is very knowledgeable and the command sergeant major [CSM Ernest H. Hickie] and chief of staff [COL Stewart K. McGregor] are among the most experienced

COMMAND

and technically competent people in the command, so I could fall back on them for their insights. The nature of my work as commander means that I don't need to know every detail of the recruiting process, but I have more confidence in my ability to lead recruiters, and the recruiters have more confidence in me, if I know the details. So I talked to recruiters, the schoolhouse instructors, and I got up-to-speed on those things that are USAREC-unique, like advertising, market research, and sales techniques.

FIRST IMPRESSIONS

I came to USAREC with the expectation that I would be joining an organization that was already running at a high level of efficiency. This was an organization that had not failed in 15 years! I knew it would be a complex organization, just from the nature of the business. I was first impressed by the knowledge and competency of everybody around me. They knew the business thoroughly, there were no obvious "fixes" necessary, so I could take my time to learn the field.

And in the field, I found what I had expected — top-notch NCOs. That did not surprise me, because of everything I had heard before I took command. But what did concern me was the level of stress on the recruiting force. I questioned why we were getting so many reports on the indicators of stress. After all, these NCOs had all been selected for recruiting duty because they were the Army's best and, therefore, not unfamiliar with stress in their previous jobs. What was different?

As I traveled and talked with recruiters that first year, I learned that these high-performing NCOs were doing something very unfamiliar to them. They were not used to operating on their own. They had been members of successful teams before they came to USAREC, and they had become accustomed to living on a military installation. They were now coping with dual pressures of removing their families from those familiar surroundings and performing a new and unfamiliar job. Because the mission of USAREC is unique, nothing in their "prior lives" in the Army had prepared them for what USAREC would ask of them. I concluded that we needed to do a better job preparing our new recruiters and their families for what to expect.

PRIORITIES

In my whole military career, even when I was a young sergeant in charge of an artillery section, my two priorities have been mission and troops — get the job done and take

care of your people. Coming into this command, I didn't have to be told that we had to make mission. It seemed pretty obvious to me that those recruiters were our most important asset. Getting them what they needed to accomplish the mission became my first priority, matching people and dollars to meet our changing requirements.

Just because an organization is running well doesn't mean it will continue to do so. In USAREC, the recruiting environment is always changing, and the force is changing with a constant turnover in personnel. Although the close battle is the current fiscal year, we have to look at least a year out. I have to take an assessment; do we have what we need to accomplish the mission — people, dollars, equipment?

As a result of that assessment, I knew we would require more recruiters and advertising to meet the increasing accession requirements. As I said before, recruiters are our most important asset. If you have a product, you need a salesperson. We didn't have enough. So by far the most important priorities for me early on were funding, advertising, and recruiting strength — three things that go right to the heart of mission accomplishment. We received a lot of support from higher echelons, and I am pleased that we have been able to influence those critical areas for the recruiters' benefit.

SUCCESS 2000

Success 2000 is about small unit leadership and teamwork. Those are the basic building blocks of any large military organization. Think of a division as a collection of squads, sections, and crews, i.e., teams, that are trained, motivated, and led by NCOs, and you get an idea of what I mean.

My experience as a field artillery commander was that you have to put your trust in the small unit leader. That leader must be competent and have the self-confidence to lead his or her troops to mission success. An artillery commander cannot check every piece of data on every

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**INTERNALLY,
USAREC HAS SOME GREAT
RESOURCES...**”

howitzer before every fire mission. That's not practical. Therefore, you ensure your NCOs can do the job, then you place your trust in their skill and professionalism.

A station commander is a small unit leader who can check data, who (in the artillery vernacular) makes sure the fire mission is conducted on time and on target. We should be able to expect that NCO leader to perform so.

I believe I've had a better-than-average look at the development of our NCO corps. I've had three unique assignments that have allowed me to look very closely at our NCOs and how they have progressed in the last 10 years. First, in 1985, I was detailed to a 9-month study, sponsored by the Chief of Staff of the Army, to examine the professional development of the Army NCO. We dissected the entire system, from NCOES, to promotions,



to the NCO evaluation report form. Several recommendations were adopted that brought rigor and discipline to NCO professional development. It was the first look in over 15 years.

Then in 1988 I was assigned as commandant of the Sergeant Major Academy, where I was immersed in the education, training, and doctrine of the NCO system from PLDC to the Sergeants Major Academy. We looked at all the academic courses, battle staff, first sergeant, CSM, et cetera. I knew then, and I believe now, that we have the best NCOES ever devised. While at the USASMA, I was tasked again to study the NCO leader development system and fine-tune it with emerging leader development doctrine.

So I have watched at fairly close range the evolution of NCO development since 1985. I think that in the last 10 years, the NCO professional development system has become better than our officer PD system, and that we are

producing better trained NCOs than we were a decade ago. We have refined the system to develop the soldier from his or her first term of service, so that, by the time those soldiers are sergeants first class, we have put them through steps to make them better NCOs than we've ever had before. And those are the kind of NCOs we are detailing to recruiting duty. Why not capitalize on that potential?

Under Success 2000, I want the station commander to have the same sense of responsibility that I have at my level and that line unit NCOs have for their troops and missions. In other words, let USAREC NCOs do what we've trained them to do — lead their teams to mission success.

In 1980 we had an entirely different officer corps and an entirely different NCO corps. The pressure point was the battalion commander. The "lay-down" and "closing the loop" was the NCO's job, but we were holding an officer responsible for that rather than challenging, then letting the NCO do his or her job.

I also felt it was time to change the focus in the recruiting station from the individual recruiter to the station commander. In the past we depended on our "recruiting experts" to help us achieve mission by over-producing, which is not the best way to conduct our business. In a rifle squad, there are experts, sharpshooters, marksmen, and you may have some who "bolo." The expert ought to feel good about being an expert and should want to knock down more targets. The "bolo" should want to improve.

In a recruiting station you also have experts, sharpshooters, and marksmen. So what's wrong with asking our recruiting experts to get more contracts than a recruiter with only six months' experience? The more experience and skill a recruiter has, the more I expect of that recruiter, and if you're an expert, you should want to demonstrate your ability. That's where the team concept kicks in, because it's part of our military ethic to expect those experts to demonstrate their ability by assisting their team to be ever more successful. Those high performing teams will help out those that are less experienced and less skilled.

REENGINEERING

USAREC was reengineering before reengineering became a popular concept — not totally, but in many small and incremental ways. Now we are being forced to reengineer, not by Department of the Army, but by market and resource realities. We know that "business as usual" is not going to work, because this highly successful organization is experiencing diminished propensity and declining resources. So how do we change those factors? Can we change those factors, or do we adjust our organization to cope with those factors?

Because of resource reductions across the services, we must find efficiencies that we have not used before now.



Events outside our control impact the way we do business, and our margin for failure is very thin. Therefore, we must look at all operations. We must step back from the way things are now and ask, "What is it that we do?" Then we must decide how to design this organization from scratch to accomplish those things that we say we must do. We must figure out how to build this organization around our core functions without regard to the current configuration.

The way I see it, our two main tasks are to determine what is the optimum organization for successful mission accomplishment, and then, equally important, to determine how to transition to the new organization without risking a mission failure. There is still a lot of work to be done.

I believe that the recruiting station won't look much different after we reengineer, but the tools will change. With increasing automation and a more effective organization, the efficiency of the individual recruiter will increase.

Automation will be one of the prime movers of the coming change. We have already seen that the whole information flow has changed at headquarters and below with the addition of e-mail. Information can and will flow from the highest level to the lowest, and vice versa, in real time. As the commanding general, I am better able to see what is going on and influence an event immediately. Bypassing layers saves time. Like it or not, the improved information flow will make this organization "flatter."

There is potential for reengineering to be truly revolutionary — a total overhaul of this command could produce something better. But what about the risks of change? Change is risky, so we have to be sure when we do it, it's got to be right. A wrong step might be something we could never recover from in terms of production, so we will move slowly toward our goals, more slowly, perhaps, than some of the reengineering texts suggest. But as I said, we must do it right.

PEOPLE

USAREC has the best civilian workforce I've ever had the privilege to serve with. While I've worked in a lot of places with civilians, I have never seen a closer-knit

group, or any more dedicated to their organization. Our civilians collectively associate themselves with the organization, they think of themselves as part of USAREC. I have truly benefited from the level of expertise demonstrated by our civilians at every level — battalion, brigade, and headquarters — but what really impresses me is the organizational loyalty they show every day. They care about "their" recruiters; they work hard to support those recruiters in every way they can. That dedication is truly remarkable.

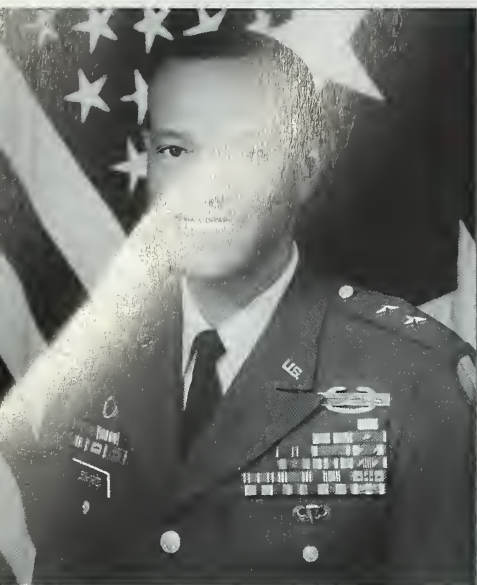
I have tried to make recruiters feel good about what they're doing, because the majority are not volunteers and they must put the Army's needs before their own needs sometimes. I've tried to make them understand their work is very important to the Army. It is hard work, but they should feel good about being an NCO and about what they are doing for this nation.

What is much harder to do at the command level is make families feel that they, too, are part of this important mission. USAREC families have to deal with our mission without the support structures they should have and have become used to in other assignments. So we have tried to build up systems to support families who have been removed from the traditional military structure on installations. We have added family support coordinators and chaplains, seminars, conferences, newsletters — we are trying to convince USAREC families that they are vital to our mission accomplishment as well, that their personal and individual support to each recruiter has an impact on the total mission accomplishment.

As I have told you many times before, I have benefited throughout my career by being associated with superlative noncommissioned officers. It is my most sincerely held belief that recruiters are the cream of the crop. They are not randomly selected, so it should come as no surprise to anyone to find that these professionals are truly the best NCOs in the Army.

Yes, I will miss USAREC. USAREC is different; it's not quite like anything else out there in the Army world. But it's a healthy organization, full of people dedicated to making it successful and making it better. I am sorry to be leaving, but USAREC gets into your blood, so I'll stay in touch.





Major General Alfonso E. Lenhardt

USAREC's next commanding general

Prior to assuming command of the United States Army Recruiting Command, Major General Alfonso E. Lenhardt was the Commanding General for the United States Army Chemical and Military Police Centers and Fort McClellan and Commandant of the United States Military Police School. He also served as the Deputy Chief of Staff for Personnel and Installation Management, Headquarters, Forces Command, Fort McPherson, Georgia.

Major General Lenhardt graduated from the University of Nebraska with a Bachelor of Science Degree in Criminal Justice. He also holds a Master of Science Degree in Administration of Justice from Wichita State University, and a Master of Arts Degree in Public Administration from Central Michigan University. Major General Lenhardt is a graduate of the Military Police Officer's Advanced Course, the Criminal Investigations Supervisor's Course, the Physical Security Officer's Course, the F.B.I. National Academy, the Criminal Investigation Logistics Management Course, the F.B.I. Hostage Negotiations Course, the Army Command and General Staff College, the National War College, the Senior Officials in National Security Program at the Kennedy School of Government, Harvard University, and the Human Resources Management Program at the Executive Business School, University of Michigan.

Major General Lenhardt's previous assignments have included tours at: The United States Army Recruiting Command, Fort Sheridan; Commander, 18th Military Police Brigade, V Corps, Frankfurt, Germany; Military Assistant to the Deputy Assistant Secretary of Defense (EO&SP); Military Representative to the Defense Advisory Committee On Women In The Service (DACOWITS); Executive Officer and Assistant to the Director, Strategic Defense Initiative Organization, Office of the Secretary of Defense; Commander, 385th Military Police Battalion, VII Corps, Stuttgart, Germany; and Tactical Officer at the United States Military Academy, West Point.

Major General Lenhardt's military decorations include: the Combat Infantryman's Badge, the Distinguished Service Medal; the Defense Superior Service Medal; the Legion of Merit (2 OLC); the Bronze Star Medal; the Purple Heart; the Meritorious Service Medal (2 OLC); the Air Medal (2 OLC); the Joint Service Commendation Medal; the Army Commendation Medal (2 OLC); the Army Achievement Medal; the Humanitarian Service Medal; the Good Conduct Medal; the National Defense Service Medal (with star); the Vietnam Cross of Gallantry with Palm; the Army Service Ribbon; the Overseas Service Ribbon; Vietnamese Civil Action Medal; the Vietnam Campaign Medal; and the Vietnam Service Medal. Major General Lenhardt is also a military parachutist and has been awarded the Office of the Secretary of Defense Staff Identification Badge. Civilian recognition includes his 1976 national selection as an "Outstanding Young Man in America," and recipient of the General Horatio Gates Award presented by the Adjutant General Corps and Regiment.

Major General Lenhardt is married to the former Jacqueline Odell Hill. They have three daughters, Robin, Tracey, and Kimberly.

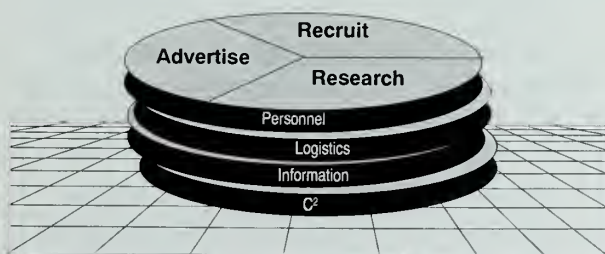
Reengineering Design Teams underway

by MAJ John R. Nicholson
USAREC Force Intergration and Management

Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service, and speed. Reengineering isn't a new term in USAREC. COL Stewart K. McGregor, chief of staff, outlined and explained the need for a command wide reengineering effort in his October 1994 *Recruiter Journal* article, "Reengineering the Command."

COL Richard L. Teters, Jr., director of Resource Management and Logistics followed-up with a July 1995 *Recruiter Journal* article, "The Journey Continues — Reengineering USAREC." COL Teters' article discussed the methods associated with reengineering and where we were going. It is important to understand that the vision of USAREC's reengineering effort is to "design its business processes to form a more efficient and effective organization that will accomplish its mission in the current and future recruiting environments."

Three Core Competencies Seven Processes

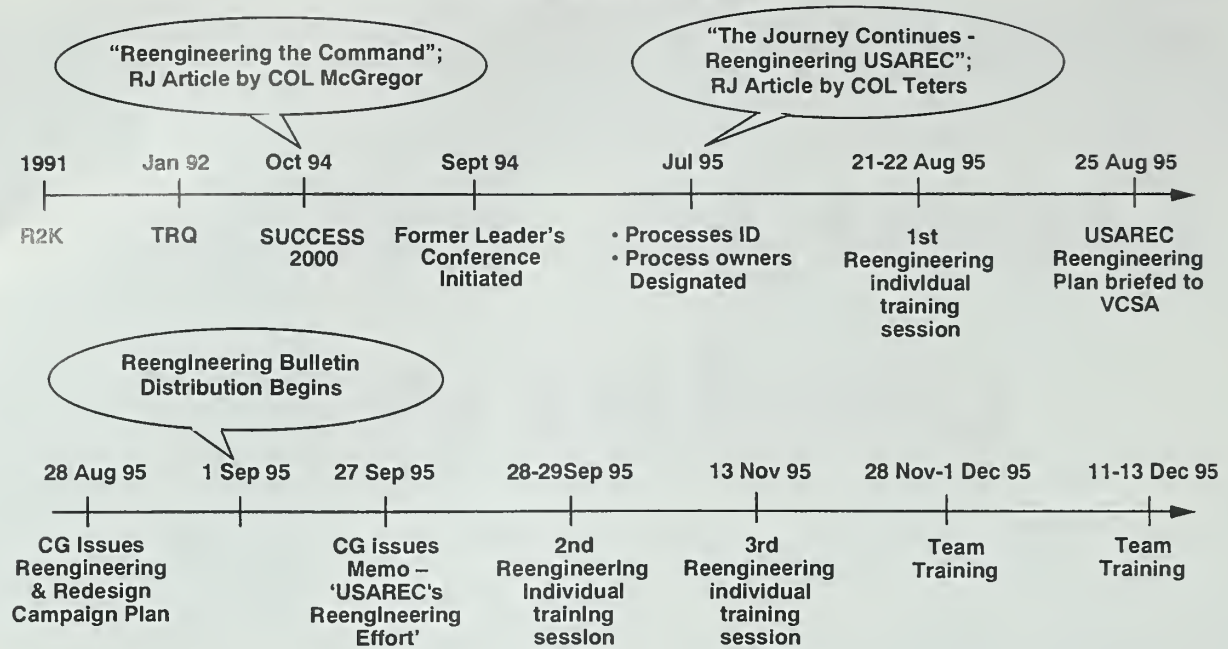


On Aug. 25, 1995, the Recruiting Command presented its reengineering campaign strategy to the Vice Chief of Staff of the Army. We were given the green light to proceed towards shaping the recruiting force of the 21st century. On Aug. 28, 1995, MG Kenneth W. Simpson signed the USAREC Reengineer and Redesign Campaign Plan. This plan provides the concept for reengineering and redesigning of the command. The plan also identified USAREC's processes and process owners as:

<u>Process</u>	<u>Process Owner</u>
Recruit	Director, Recruiting Operations
Advertise	Director, Advertising and Public Affairs
Research	Director, Program Analysis and Evaluation
Personnel	Director, Personnel
Logistics	Director, Resource Management and Logistics
Command and Control	Chief of Staff
Information Systems	Director, Information Management

An aggressive training program was undertaken to prepare the command for the task of reengineering. The training was provided to process owners and potential reengineering design team members. The purpose of the training was to provide each individual with a general understanding of the reengineering methodology. Ninety USAREC personnel completed the two-day contracted training session. These individuals formed the core membership of the process design teams. In addition to the individual training, each process design team received a one-day training session focused directly on their process.

Where We've Been



The bulk of the actual reengineering work is accomplished by the design teams. Each Process Owner forms a design team and provides guidance. The Process Owner motivates, inspires, and advises the team. He or she acts as the team's critic, spokesperson, monitor, and liaison. The team produces the ideas and plans; therefore, they must have a common purpose, complementary skills, a common approach, and be mutually accountable. A design team consists of individuals who currently work in the process, along with some who do not. The team calls in subject matter experts as required by team needs. The design team work begins with the mapping of the current "as is" state. Once the team completes the "as is" state and establishes its stretch goal, it can use a clean sheet to develop new, out of the box ideas to achieve its goal.

Each Process Design Team has developed at least one stretch goal. A stretch goal is defined as "a quantum change in the performance of a given process." Our process stretch goals are:

Recruit

- Consolidate and centralize mission planning and operational functions relating to the recruit process.
- Reduce, refine, and consolidate all recruit management systems and concurrently reduce redundancies in regulatory guidance by 80 percent.
- Eliminate all non-value-adding requirements.
- Reduce administrative processing requirements by 50 percent.

Advertise

- Push the creative envelope to the edge.
- Provide just-in-time advertising messages to meet recruiting needs.
- Reduce hand-offs and wait time by 50 percent.

- Eliminate those tasks that do not add value to the advertise process.
- Identify business practice improvements that will enhance the advertise process for all Department of the Army personnel acquire programs.

Research

- Streamline functions that support designated processes (primarily recruit, advertise, logistics), which will increase the situational awareness of the command.
- Push the research envelope into the future to influence the Command's strategic position in the market place and enhance the Command's ability to effectively apply resources.
- Reengineer functions to provide relevant, timely, and credible analysis-supporting decisions to market, advertise, and recruit.

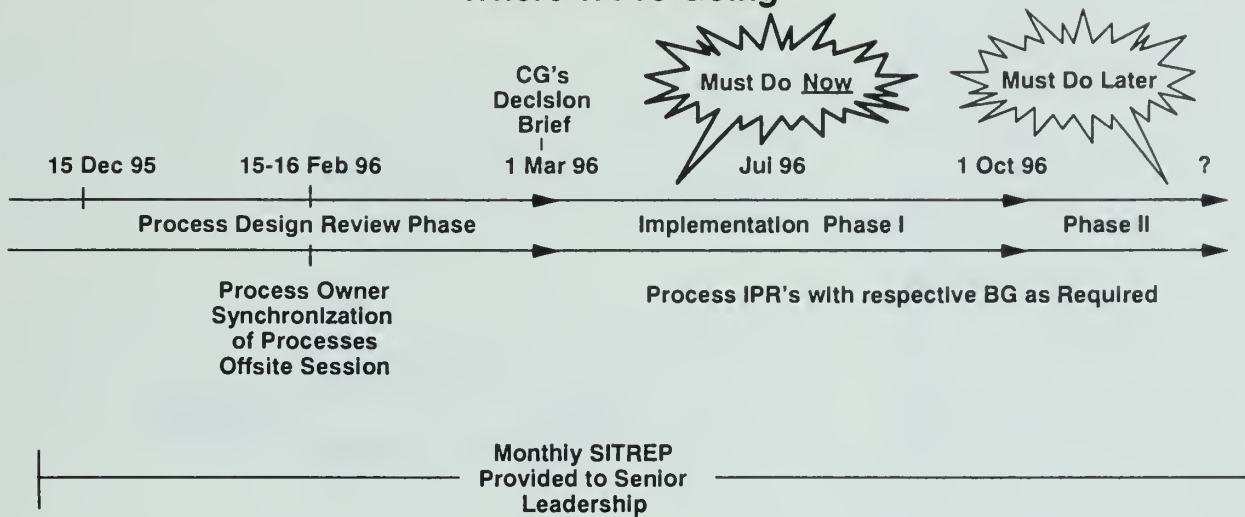
Personnel

- Make USAREC an assignment of choice among high quality officers, NCOs, and families.
- Pay all medical bills within 60 days of submission to the medical treatment facility.
- Complete suitability determinations within an average of 15 days of identification of the recruiter candidate.
- Reduce relief processing time by 25 percent.
- Return all awards to the requesting unit at least 30 days prior to the requested presentation date.

Logistics

- Decentralize to the end users 90 percent of the Command's resources and centralize only those things that, by doing so, are more cost effective and responsive.

Where We're Going



- Notes: 1. Weekly Process Owner meeting during "Process Design Review"
 2. Weekly reengineering meeting held with process analysts
 3. Reengineering Bulletin published BI-monthly

Command and Control

- Realize a 40 percent reduction in manpower between affected agencies and process owners.
- One staff directorate will control/coordinate all USAREC inspections, investigations, special assistance visits, external and internal complaints.
- Implement a paperless office environment in the headquarters.
- Eliminate all non-value-added steps and layers in staff actions.

Information Systems

- Provide the information system capability to "enable" a reengineered USAREC.

Recruiting Lab

A major by-product of the reengineering effort was the development of a "Recruiting Lab." The purpose of the Recruiting Lab is to maximize recruiting effectiveness by breaking paradigms. The Lab will be a cross-process element addressing "what if" questions based on the assumption that the impossible is sometimes easier to do than the improbable. The Recruiting Lab mission is to study, design, test and evaluate technology, policy, procedures, and structure to improve recruiting effectiveness and efficiency. The Lab will provide actionable recommendations to the command.


We are working hard to maintain the integrity of a timeline that results in a CG decision briefing no later than Mar. 1, 1996. With the completion of formal training and the establishment of the design teams, the intensity of this effort has picked-up tremendously. All design teams have completed a team charter and mapping of their "as is" state. The teams are now reviewing and developing new methods, procedures, and policies that will streamline

functions and increase effectiveness and efficiency within the command.

In order to maintain a cross-process understanding, several activities were undertaken. First, all design teams have a team representative (or access to a subject matter expert) from all other processes that affect them. Secondly, each process owner was assigned a supporting analyst. The analysts meet weekly and communicate daily, as required, to ensure each team stays aware of issues that may impact their process. Finally, the Chief of Staff conducts a weekly meeting with all process owners and analysts. The purpose of the meeting is to provide a forum for discussion, clarification and reengineering consensus.

The efforts of the design teams will culminate Feb. 15-16 with a synchronization session. During the session, the process owners and analysts will produce the staff's recommended reengineering design and implementation program for the Commanding General's approval. Once approved, the reengineered design improvements could have an immediate positive impact on the operations within the Command. Changes will be implemented in phases, with special attention paid to evaluating each change before proceeding.



As we travel down the reengineering path, process owners and design teams will keep in touch with the end users (that is, the field), to ensure their endeavors hit the mark. The feedback from the end users can come in the form of direct contact (visits and phone calls), conferences, test programs (JRISS and central accounting), or any other means available. Input from the field is not only welcomed, but is essential to success. 

Black soldiers in the American Revolution

by *Emilie Howe, RJ Assistant Editor*

Soldiers have marched through history wearing all manner of Army uniforms. Their faces show an Army drawn from all races and parts of the United States. In the month of February, historians recount the heroic deeds of Black-Americans in times of war or peace.

Year marks anniversary

The year 1996 will mark the 220th anniversary of the birth of this great nation. Americans may know little or nothing about the 3,000 black soldiers who fought in the battles of the American Revolution. America's colonial history recounts the great achievements of Black-Americans and their prominence in the struggle for nationhood.

Three black units, the First Rhode Island Regiment, "the Bucks of America" (Mass.), and the Black Brigade of Saint Domingue, Haiti, served in the Continental Army.

The forming of the First Rhode Island Regiment came to pass because the state couldn't



The Bucks of America silk flag. Massachusetts Historical Society.

muster its quota of white troops for the Continental Line. To resolve this problem the Rhode Island legislators voted in February 1778, that any slave who volunteered for the new battalions would be declared "freedmen," and entitled to the wages and bounties of a regular soldier.

"It was in repelling these furious onsets that the newly raised black regiment, under Colonel Christopher Greene, distinguished itself by deeds of valor."

The Battle of Rhode Island was the first taste of action for the Black Regiment, a core of 95 ex-slaves and 30 freedmen, still raw recruits with little training. The Black Regiment confronted the British and Hessian forces, and they drew heavy attacks from Hessian charges.

"It was in repelling these furious onsets that the newly raised black regiment, under Colonel Christopher Greene, distinguished itself by deeds of valor. Posted behind a thicket in the valley, they three times drove back the Hessians who charged repeatedly down the hill to dislodge them," wrote a Rhode Island historian in 1860. Historical accounts say that the Hessian colonel asked for a transfer to New York because he was afraid of being shot by his men if he were to lead another attack against the Black Regiment.

Unit enlists for entire war

The Battle of Rhode Island was one of many for the Black Regiment, one of a handful of

American units that enlisted for the entire war. In the year following the Continental Army's victory, the Black Regiment was part of the Army's pass in review at Yorktown. Baron von Closen, aide-de-camp to General Rochambeau, said, "Three-quarters of the Rhode Island regiment consists of Negroes, and that regiment is the most neatly dressed, the best under arms, and the most precise in manœuvres."

The Bucks of America

What little is known about the Bucks of America, Boston's all-black unit, is from the 1855 writings of William Nell, a black historian. At the end of the American Revolution, John Hancock presented the company known as "the Bucks of America" with a banner. Nell wrote, "A flag was presented to an association of colored men, called the 'Protectors,' who guarded the property of Boston merchants during the revolution."

From the shores of Haiti came another black outfit, the Black Brigade of Saint Domingue, Haiti. This brigade of the seaborne French force fought on the colonists' side in the American Revolution. Their first battle was in the state of Georgia during the autumn of 1779, in support of General Lincoln in his fight to push the British from Savannah, Georgia. The Paris Gazette had this to say: "There were 2,979 Europeans and 545 colored: Volunteer Chasseurs, Mulattoes, and Negroes, newly raised at St. Domingo [sic]."

General Lincoln and Comte d'Estaing, commander of the French forces, were faced with attacking the well-fortified British troops. The French and American troops were forced to retreat under the heavy fire from the British. It was at this point that the Black Brigade, stationed as a reserve in the rear guard, showed its strength and stopped the allied force from being destroyed.

In the words of Dr. Carter Godwin Woodson, known as "the Father of Black History," there is a lot to say about black Americans in the military. "We should not dim one bit the luster of any star in our firmament. Let no one be so thoughtless as to decry the record of the makers of the United States of America. We should not learn less of George Washington, who was First in War, First in Peace, First in the Hearts of His Countrymen. But we should learn of the 3,000 Negro soldiers of the American Revolution who helped to make this Father of our Country possible. ...We should in no way detract from the fame of Perry on Lake Erie or Jackson at New Orleans in the second struggle with England, but we should remember the black men who assisted in winning these victories on land and sea." ❧

Service to Country

- Oliver Cromwell was born near Burlington, New Jersey, in 1752. Raised a farmer, he served in several companies of the Second New Jersey Regiment between 1777 and 1783. After seeing action at the battles of Trenton and Princeton in 1776 and 1777, Brandywine in 1777, Monmouth in 1778 and Yorktown in 1781, he left the military at war's end. George Washington personally signed Cromwell's discharge papers and also designed a medal which was awarded to Cromwell.
- Cyrus Bustill was born in Burlington in 1732, the son of an English attorney and an African slave. After learning the baker's trade from Thomas Prior, a local baker and member of the Friends meeting, Bustill gained his freedom at age 36. During the Revolutionary War, he was commended for supplying American troops with baked goods at the Burlington docks.

The Early Wars: Participation in Armed Forces during the 18th and 19th Centuries

War	No. of Negro Troops	Comment
Revolutionary War	3,000 Army ¹	Estimate of 35 Negro soldiers in each white regiment, plus some all Negro companies/regiments.
War of 1812	At least 2,500 (Army & Navy)	Includes 1/10 of crews for Great Lake vessels and 2,000 Army enlistees.
War of the Rebellion	178,975 (Army)	Includes 161 regiments
Spanish-American War	²	

Source: Compiled by the editors from "Part Six, Negro Soldiers and Heroes," *Negro Year Book and Annual Encyclopedia of the Negro*, 1913, pp. 102-105. Primary source: Unspecified "official report." Notes: 1. Estimate. 2. Number not given.

Historical Statistics of Black America: Vol. II, Military and Military Affairs., table 1486. pg. 1253, compiled and edited by Jessie Carney Smith and Carrell Peterson Horton, Fisk University, Gale Research Inc., 1990.

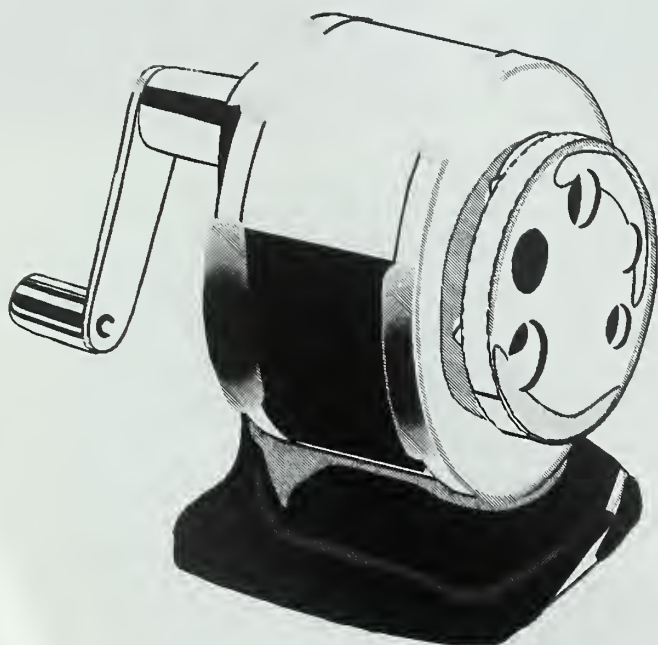
A recruiter writes:

Every DEP member gets a US Army T-shirt upon enlistment. This gives them a better feeling of belonging and pride in the Army.

The Marines have been doing this in our area since I've been here (2 years) and it works for them. Their applicants wear the Marine Corps T-shirt to school and in the community. The Army DEPs could start doing the same thing and this would help in advertising and possibly more DEP referrals.

Publish more RPIs in greater numbers, so that the recruiting stations would have better availability of RPIs. At present we order RPIs, and it's out of stock, and so we order more, and it's out! The recruiter is told by the personnel who handle the RPIs that it's out of stock. "Take one" RPIs are the bread and butter of recruiting when on the street and doing cold calls. We need more "take one" RPIs.

Also, a "take one" should be revised for travel. Travel agencies could probably help with pictures of the most popular places where we have Army installations.



Chief of Staff responds:

Thank you for sharing your vision through USAREC's "The Way I See It" program. I will address each of our recommendations in turn.

We are proceeding with a plan to issue T-shirts to those entering the DEP as you suggested.

As a result of our RPI survey, we are having our advertising agency look at a redesign of our RPIs. We will update and re-issue RPIs with the help of a new in-house creative cell.

Recruiting stations can order any RPI they need from the RPI warehouse. To order, call 1-800-223-3735, ext. 6-6666. Occasionally, we run out of an RPI. When this happens, we reprint it as quickly as we can to get it out to the field.

We dropped the "Travel" RPI, because travel opportunities were decreasing due to downsizing. We do feature travel and leisure activities in several RPIs, including RPI 237, "Adventure," RPI 269, "Benefits," and RPI 714, "Keep Moving Ahead."

Thanks for your suggestions. If you have any questions about these subjects, please call CPT Saults toll-free at 1-800-223-3735, ext. 6-0150, or commercial (502) 626-0150.



All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

Fold here second and secure with tape

DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

OFFICIAL BUSINESS



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL

FIRST CLASS MAIL PERMIT NO. 600 FORT SHERIDAN, IL

POSTAGE WILL BE PAID BY U.S. ARMY RECRUITING COMMAND

Commander
U.S. Army Recruiting Command
ATTN RCCS (Chief of Staff)
1307 3rd Avenue
Fort Knox Kentucky 40121 2726



Fold here first



Volunteerism

by MSG Bruce Barnes, USAREC Training and Plans

Leadership skill and experience are a necessary part of promotions and life in general. However, a frequent complaint of detailed and USAR recruiters is that they lack leadership opportunities while on recruiting duty. The question most often asked is, "How do I gain the skills needed as a leader if I am not in a leadership position?"

Finding the answer is easy if we only look around! Opportunities for leadership exist everywhere, but recruiters must look beyond the walls of their recruiting stations to the local community. Recruiters may believe they have little to offer, but that is simply not the case. Most local communities are desperately seeking volunteers who possess leadership experience and proven sales and marketing skills.

Just think about it. In the civilian world, the only way to learn how to lead and sell is through books, college, or hands-on training, whereas in the Army and the Recruiting Command, we receive extensive training and opportunities to develop our sales and leadership skills. In addition, your military specialty may also benefit the community, as well as provide you the opportunity to maintain your proficiency in your MOS. Most communities are filled with a wide variety of volunteer opportunities where you can offer to help, such as:

- Local civics groups
- Church groups
- Boy/Girl Scouts of America
- Big Brother/Sister organizations
- Veterans of Foreign Wars
- YMCA/YWCA
- Red Cross, United Way, and other charity groups

If you are a parent and your child or children are in school, you may consider joining the Parent Teacher Association or getting involved with the local school board. Whatever you choose to do, you are outwardly showing your commitment to the community. Eventually your efforts will gain you the reputation as a respected member of the community and someone to trust. In the

long run, your efforts will pay dividends when attempting to recruit members of your community.

Before you jump right out and volunteer in an organization, it is helpful to first gain the support of your leadership. Nothing is worse than volunteering your services, and then being forced to quit in the middle due to work conflicts. USAREC Pamphlet 350-7 recommends that recruiters develop a community relations plan. This plan may assist you when you approach your commander about volunteering.

Once you gain the support of your leadership, select a volunteer organization that interests you. It doesn't make sense to volunteer your time to work at something you don't enjoy. Attempt to learn as much as you can about the organization, and be willing to work.

Volunteering is not easy; start small at first and don't take on more than your schedule can handle. Within a short while, leadership opportunities will arise as volunteers move, change jobs, or quit. Your hard work will not go unnoticed, and after time many opportunities to hone your leadership style will occur.

A word of caution: Many civilians view soldiers as aggressive, and recruiters should practice their best behavior in order not to turn them off. Keep in mind that there is life after the Army, and the skills you learn while volunteering will make your transition into the civilian world easier.

In addition to the opportunity to strengthen your leadership skills, volunteering helps build character traits such as trust, caring, and compassion. Helping others to improve their lives brings a great deal of personal satisfaction and can increase your self-worth. In turn, these qualities will greatly benefit you, and enhance your ability as a leader in the United States Army.

With all this in mind, it is easy to see why volunteering is a wise decision. Recruiters benefit from increased community relations, an opportunity to practice their leadership skills, and the personal satisfaction they experience from helping others. It is also helpful to remember that, while on recruiting duty, the community where you live is your military post. The more you know and understand about your community, the easier your tour of duty will become. ⑤



AT&T Calling Cards

by Donald G. Kite, HQ Information Management


The AT&T Federal (FTS2000) and Corporate Calling Cards provide USAREC's senior staff, certain other staff members, AMEDD staff members, and warrant officer recruiters with a convenient method of making official business calls while away from their offices. These members assume a certain degree of public trust when issued a calling card as the cards are, in fact, government property.

AT&T provides USAREC with management reports that assist us in monitoring calling card usage. These reports provide a vast amount of information. The Monthly Call Detail Report is, without question, the most valuable management tool. It provides us with information on each call charged to each calling card: the date and time of each call, the originating and terminating telephone number, the called city and state, the duration of the call, and the cost of the call. We are in partnership with AT&T's FTS2000 Network Security Center and work together to detect and prevent fraud, waste, and abuse.

We wish to extend an invitation for you to join this partnership by requesting your help in preventing fraud, waste, and abuse. After all, the whole process is built around you, our customer. How can you help? It's simple—here are some tips:

- Plan calls in advance; keep them brief and to the point.
- Limit the length of your calls; keep them under 15 minutes.
- Ask yourself these questions. Is this call official? If not, am I willing to accept responsibility and embarrassment if caught? Is this call within my assigned recruiting area of responsibility?

- Avoid operator-assisted calls. When possible, use direct distance dialing (DDD). If the call is operator-assisted, do not tell the operator you want to speak to a specific individual, as this will incur an even higher charge. Keep directory assistance calls to an absolute minimum.
- Do not call HQ USAREC on your calling card. If you do not have access to the Defense Switched Network (DSN) (formerly called AUTOVON), use the USAREC toll-free 800 service by dialing 1-800-223-3735, then the extension number. Do not give this toll-free number to family, friends, or non-USAREC personnel (e.g., contractors, vendors, and other businesses). This toll-free number is for official use only.
- Do not give your calling card number to friends or family. When using your calling card at a pay telephone, use AT&T Calling Card reader phones whenever possible so that you can "swipe" your calling card number. Always exercise care in public locations when using your calling card. Others may be watching. Do not let anyone see you punch in your card number at a public phone.
- Treat your AT&T Calling Card like any other charge card. Call 1-800-CALL-ATT immediately if it is lost or stolen, or if you suspect it has been compromised. Also, please call Don Kite, at USAREC IM's Communications-Electronics Division, at 1-800-223-3735, extension 6-0037, and report the loss. Remember, you are responsible for your calling card and any charges made to it.
- Never reveal your card PIN number to anyone, even someone claiming to be a telephone company representative.

Following these tips will ensure that your calls comply with the provisions of USAREC Regulation 25-10, Telecommunications Management. 

ASVAB mega-tests in Orlando

*By Richard Shaughnessy,
Tampa Battalion*

■ On any other day, 45 recruiters converging on one school might be cause for alarm. But the cavalcade of recruiters who arrived at the staging area at 6:30 a.m. were scheduled to proctor an Armed Services Vocational Aptitude Battery (ASVAB) at Dr. Phillips High School in Orlando, Fla.

According to Ron Fonnnett, guidance counselor at Dr. Phillips, about 1,800 students were anticipated to take the test which he coordinated with the Tampa Military Entrance Processing Station (MEPS).

"Since we were covering 45 separate classrooms, this phase was time-consuming and took all of the allotted 30 minutes to complete," said Veronica Bistrovic, test specialist for the Tampa MEPS.

As expected, the logistics for a test this size were challenging. "This program is a tremendous resource and requires a considerable commitment by the school and the armed services," commented Tom Conry, also a guidance counselor at Dr. Phillips.

While the recruiters reported to their classrooms, the test administrator was busy in the school's television studio preparing to be broadcast into each classroom. Asked if they had ever been tested this way before, one student replied, "No. This was not what TV was intended for."

The most asked question is

whether there were any glitches with a test session of this proportion — the test administrators did admit to one. The television would not work in one classroom. With no time to spare, the MEPS test coordinator raced to the blacked-out classroom, donned his test administrator hat, and personally administered the test to the class.

"This was a great day for recruiting," said Joni Hinkle, Education Administrative Assistant at the battalion, who was at the school to assist with Army proctor responsibilities. "Dr. Phillips High School is the largest public high school in Orange County, Fla., and

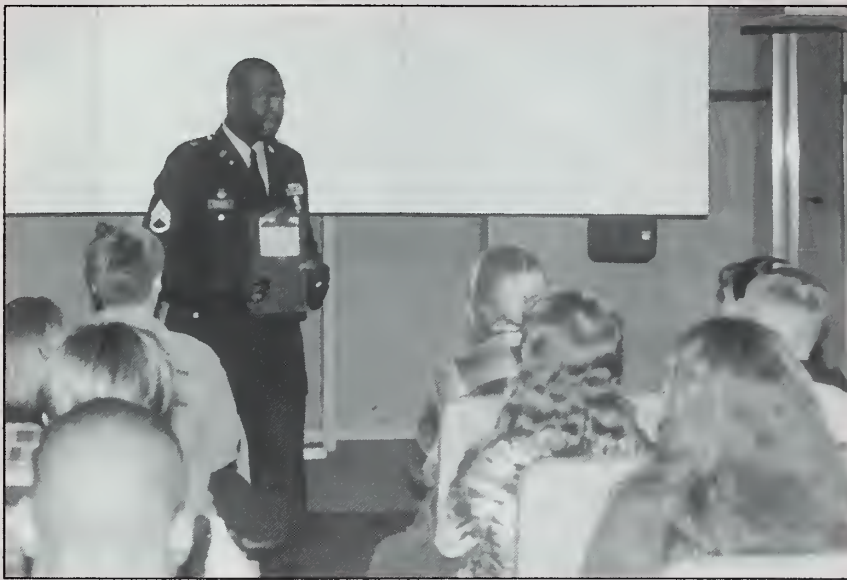
just happens to be Army assigned."

"It took an extraordinary team effort by all the recruiting services to meet the proctor requirement for this school, but the positive benefits to recruiting that we realize from the school testing program make it all very worthwhile," said CPT Terrell Parker, Orlando Company Commander.

"While it certainly helps with their testing goal, the word is that the Tampa Battalion is requesting a 2d Brigade education services specialist conference in Orlando right around the time those 1,800 students need their test interpretation," Parker jokingly added.



(Left to right) CPT Terrell Parker, commander, Orlando Recruiting Company; SFC Courtney H. A. Miller, station commander, Pine Hills Recruiting Station; Ron Fonnnett and Tom Conry, guidance counselors, Dr. Phillips High School; Dr. Larry Payne, principal, Veronica Bistrovic, education specialist, and Jim Davisson, test coordinator, Tampa Military Entrance Processing Station, and CPT Michael Hall, chief, Test Management Section, Tampa MEPS. (Photo by Joni Hinkle)



SSG Derek Walker, an exhibitor with the Recruiting Support Battalion, quizzes students on the presentation he gave at Valley High School, Valley Station, Ky.

Cinema van tours Louisville schools

Story and photo by Maggie Browne, Recruiting Support Battalion

■ A classroom on wheels. That's one way to describe the Army's cinema van, a state of the art mobile theater that takes students on a journey through history, teaching them about government and citizenship, and stressing the need for mastering math, science, and communication.

As part of the Army's "Partners in Education" program, the Recruiting Support Battalion's fleet of 18 vehicles visits over 2,000 high schools and makes presentations to over 330,000 students per year.

Besides the cinema van, the fleet includes the portable optical device or POD, the Army Adven-

ture Van and the National Science Center exhibit. The differences between the vehicles are that the cinema van is a self-contained exhibit, the POD is an exhibit which must be transported into a classroom, the Army Adventure Van has simulators of systems and devices, and the National Science Center exhibit allows students to conduct experiments.

"The programs we take into the high schools help teachers by reinforcing their lessons," said LTC George B. Wright Jr., commander, RSB. "The exhibits are so popular that we cannot fill all of the requests we get from across the nation."

The local tour, manned by SFC Tony Vaughn and SSG Derek Walker, included Floyd Central High School, Floyd's Knobs, Ind.; Pleasure Ridge Park High School, Pleasure Ridge Park, Ky.; Seneca High School, Louisville Ky.; Valley High School, Valley Station, Ky., and Eastern High School, Louisville, Ky.

The shows that are presented in the cinema van take on a wide variety of topics. They can be academic, special interest or Army related.

"One of the shows presented, *The Path to Professionalism*, gave the students a realistic idea of what the Army has to offer them in terms of skills and occupations," SFC Roy Johnson, Shively, Ky., Recruiting Station said. "They convey a good, positive image of the Army. SFC David O'Connor, also of the Shively Recruiting Station agreed. "It gives a good representation of what the Army does," he said.

One group of students at Eastern High School are studying a unit on the Constitution and the *We the People* show fit right in, according to COL David Schneider, Senior Army instructor, Eastern High School Junior ROTC.

"The show was super, dovetailing what was said in class. It hit the salient points well, keeping the students' attention," Schneider said.

SSG Richard Brewer, Louisville East Recruiting Station, felt that the show presented a good background on the Army.

"*We the People* gave the students a good lesson on the history of the Army," Brewer said.

The cinema vans, with their high visibility, have proven invaluable as a recruiting tool, according to O'Connor.

"The cinema van serves as a door-opener for other recruiting activities," O'Connor said.

The sessions closed with Walker reminding the students that they have a future to think about and to stay in school and off drugs.

Station commanders key to market analysis

Story and photo by Anita Horky, 5th Brigade A&PA

■ For the first time, station commanders participated in 5th Brigade's recruiting market analysis or RMA.

USAREC and brigade staffs explained to the battalion, company, and station leaders how missions are based on the market. During past RMAs, USAREC and brigade staff worked with only battalion and company leaders.

The participation of station leaders falls in line with Success 2000, which places mission success in the hands of individual recruiters and station commanders.

"We felt it was critical station commanders come in and do the process," said LTC Michael Hartman, brigade S-3.

The staffs showed the battalions how to analyze their markets to recruit more successfully and how additional recruiters will help the battalions. Station commanders talked about what happens in the field so that could be factored into the missioning puzzle.

"We believe that if the key leadership of a battalion participates in the process and they believe in the product, then they will go out and execute based on it," said COL John A. Jones, brigade commander.

Brigade and USAREC staff worked with each battalion for one week on its RMA. During the first days, Kathy Fruin and CPT Jim Brehm from brigade marketing

and Rae Disney, a USAREC statistical assistant, entered data the battalion had compiled and prepared beforehand into a specialized computer program.

Using the program, the staff updated and verified schools and zip code information, and adjusted station zones accordingly.

Next, each station commander back-briefed the battalion commander on adjustments made to the zones during the process.

On the last day, each company commander back-briefed Jones, who approved the battalions' RMAs station by station.

Jones told the Houston Battalion before being briefed. "I'm going to be looking at it from the standpoint: Is this station working correctly and does it support the number of recruiters?"

The brigade has changed since Oct. 1, when the new RMA took

effect. To equalize the span of control, a couple of companies moved to other battalions, and the El Paso Company moved to 6th Brigade. New companies opened in Kansas City, Dallas, Oklahoma City and Des Moines.

CPT Marc Griggs, Tyler (Texas) Company commander, said, "We got better input from station commanders about what the smart thing to do is. People who actually do the work on the ground need to be involved and approve what the station zone should look like."

The 5th Brigade is the *only* USAREC brigade to involve station commanders in the RMA process, according to Disney, in USAREC's Program Analysis and Evaluation Directorate.

She hopes other brigades get the station commanders involved after seeing 5th Brigade's success.



CPT David Hervert, Conroe (Texas) Company commander, discusses his station zones with COL Gary Carlson, 5th Brigade deputy commander, in preparation for back briefing the brigade commander at Houston Battalion's RMA.

CHAMPUS/TRICARE

— *Non-participating providers are limited in how much they can charge*

Certain health care providers who see CHAMPUS/TRICARE patients, but who don't participate (also known as accepting assignment) in the program are limited by federal law in how much they can charge CHAMPUS/TRICARE patients for the services they provide.

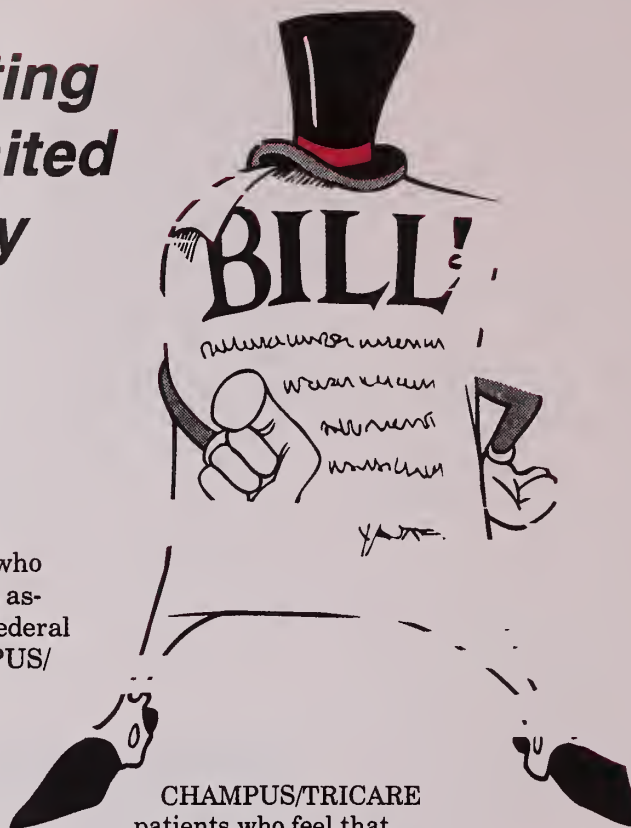
Non-participating providers (with some exceptions) may charge no more than 15 percent above the CHAMPUS/TRICARE maximum allowable charge (CMAC) for their services.

Providers who *do* participate in CHAMPUS/TRICARE accept the CHAMPUS/TRICARE maximum allowable charge as the full fee for the care they render. They also file the claims on behalf of their CHAMPUS/TRICARE patients.

The billing restriction for non-participating providers is contained in Section 9011 of the Department of Defense Appropriations Act of 1993 (Public Law 102-396), and was effective on Nov. 1, 1993. The billing limitation is the same as that used by Medicare.

Providers who are exempt from the limit are:

- **pharmacies,**
- **ambulance companies,**
- **independent laboratories,**
- **durable medical equipment and medical supply companies, and**
- **mobile x-ray companies. X-ray companies that are in a fixed location are not exempt from the billing limit.**



CHAMPUS/TRICARE patients who feel that they've been overcharged by a provider of care, and who can't resolve the situation with the provider, may write a letter of complaint to the CHAMPUS/TRICARE claims processing contractor of the state in which the care was received. The contractor will send the provider a letter which explains the legal requirement, and which asks that the provider refund any charges in excess of the limited to the patient within 30 days.

A provider who doesn't comply with the refund request may ultimately have his or her authorization to provide care to CHAMPUS/TRICARE patients withdrawn. What this means to CHAMPUS/TRICARE-eligible patients is that they could still be treated by such a provider, but they would have to pay the full bill for any care they might receive; there would be no government reimbursement of any part of the cost.

For more information on TRICARE/CHAMPUS, talk with your battalion family services coordinator.

The Invisible killer

by Mickey Gattis, USAREC Safety Officer

Carbon monoxide (CO) is an invisible odorless gas that can kill recruits directly or indirectly. In high concentrations, CO can kill by itself when it enters the bloodstream and chokes off the oxygen to the heart and brain. However, even a small amount that wouldn't ordinarily be fatal can make you so drowsy that you fall asleep. Then another accident you would normally avoid if awake, could occur perhaps while driving a car.

Sources of Carbon monoxide

A typical source of dangerous levels of carbon monoxide is a car running in an enclosed garage, perhaps to "warm up" the engine on a cold morning. In fact, just about every type of fuel produces CO when it burns or when it is not properly mixed with oxygen: gasoline, natural gas, charcoal, wood, propane, kerosene, and diesel fuel. Government-owned vehicles (GOVs) in need of a tune-up produce more CO than others, but even a new factory-tuned vehicle can produce dangerous levels of CO if used in an enclosed area. A dirty gas range that burns orange instead of blue is releasing CO into the air.

The most common source of dangerous CO levels in homes is an improperly maintained furnace. People overinsulate their homes to the point that the oxygen supply to the furnace is choked off. Fuel can't burn efficiently, so CO is produced. Moisture on windows and walls is a common sign of excessive CO indoors. Likewise, burning charcoal inside a home, a camper, a garage, a tent or any enclosed area produces dangerous levels of CO.

Symptoms of CO poisoning

You can detect carbon monoxide only by the symptoms it causes. Suspect CO if you get dizzy or drowsy, develop a headache, or feel nauseous with no other explanation. Your vision may also

Carbon monoxide poisoning is often confused with the flu —

get blurry and your reflexes may slow down. Some people also report a feeling of tightness across their foreheads. In fact, CO poisoning is often confused with the flu because the early symptoms are nearly identical. People go to bed with these symptoms, thinking they'll feel better in the morning, and they never wake up. About the only distinguishing symptom of the flu is a fever. If you have these symptoms with no fever, suspect CO poisoning. Another test is to see if you feel better leaving the house and being outdoors for a few minutes. If you do feel better, suspect a dangerous CO concentration in the house.

Treatment for CO poisoning

Get possible victims of CO poisoning into the open air or a well-ventilated area as soon as possible. Conscious victims may be uncooperative, confused, or dazed. If you come upon someone slumped over a car steering wheel with the engine running, and the car is inside an enclosed garage, open the garage door immediately and take a few deep breaths. Then, holding your breath, wrap your arms under the victim's arms and link them across the victim's chest to drag the victim into the open air. If the victim is not breathing, administer rescue breathing. Once the victim starts breathing, turn the person over onto his or her stomach, keeping the head turned to allow a free flow of air. In the meantime, have someone dial 9-1-1 or your local emergency medical service.

New Recruit Survey (USAR) 1995

by CPT Thomas Rahe, PAE

The objective of the USAR survey is the same as that for the RA, that is, to identify the dominant factors that influence the enlistment decision. The factors that are examined include: enlistment propensity, motivation for enlistment, key influencers, and the role of the recruiter.

Like the Regular Army survey, the USAR New Recruit Survey (NRS) measures attitudes and the perceived value of Army programs before applicants develop strong opinions about Army life. The survey captures this information close to the decision point. The NRS is administered as part of the Military Entrance Processing Station (MEPS) in-processing to all who enlist into the Delayed Training Program (DTP).

Enlistment Propensity

In FY 95, prospect initiation was the primary method of contact with an Army Reserve recruiter. As with the Regular Army, this continues to be the primary method of contact. The downward trend in walk-in traffic appears to have bottomed out, and recruiter initiation continues to increase.

Motivation for Enlistment

Money for college and skill training are still the two primary reasons for enlisting. For USAR recruits, money for college holds a two to one margin over skill training, unlike RA recruits, where the margin is almost even. Of new recruits, 84 percent expect to obtain a college degree, as opposed to the 75 percent with RA recruits. Just under 10 percent of the new USAR recruits sampled say they joined the Army because of patriotism, which closely mirrors the Regular Army.

Key Influencers

As with the Regular Army,

parents are the most supportive influencers in the decision to join the Army Reserve and friends are the

least supportive. Friends are almost twice as likely to oppose the new recruit's enlistment decision. This

How did you have your first contact with an Army Recruiter?

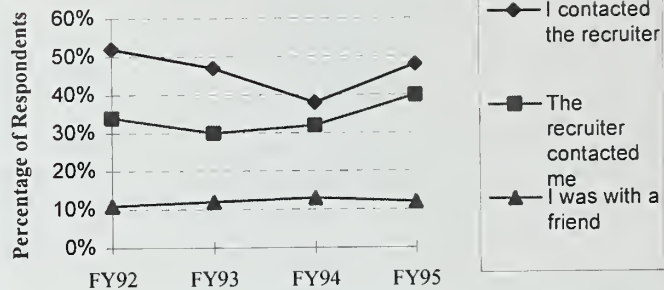


Chart 1

Which of these is your most important reason for enlisting?

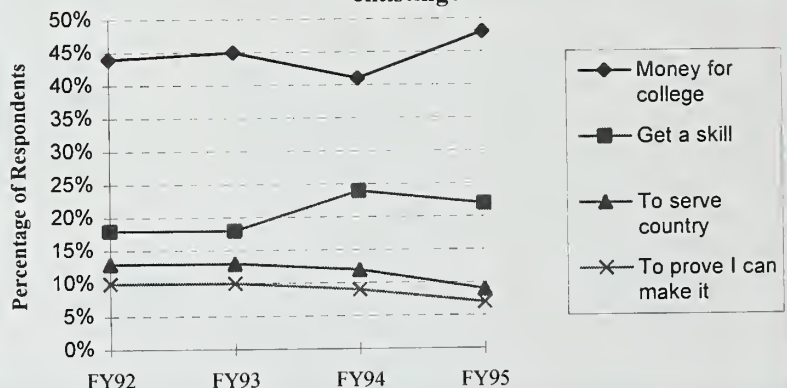


Chart 2

How did the following people react to your decision to join the Army Reserve?

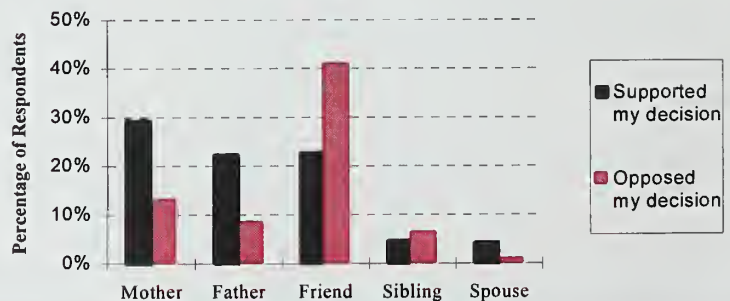


Chart 3

means that recruiters need to continue to work the parents to help land the prospect, and that they need to prepare the prospect for the negative feedback he/she will be getting from friends.

Recruiters also need to emphasize referrals from their recruits. Three-fourths of new recruits would tell their friends that seeing a recruiter is a good idea, while only 12 percent of new recruits first made contact with a recruiter while accompanying a friend (see Chart 1). Information received from a friend was important to 40 percent of new recruits in their decision to talk to a recruiter (see Chart 5). The new recruit's positive attitude towards his own enlistment should be put to good use by recruiters and could pay big dividends in referrals.

Role of the Recruiter

The personal interest of the recruiter continues to be the most important factor in a new recruit's decision to consider joining the Army Reserve.

Additionally, the perceived importance of mail advertising has made a dramatic increase from last year. In FY 94, only 27 percent of the new recruits considered information they received in the mail as important in their decision making process versus the 59 percent in FY 95. This increase reflects changes that were made to the direct mail program in FY 95. In FY 95, the amount of direct mailings was increased, and new creative packages were sent out.

The FY 96 New Recruit Survey

The FY 96 version of the USAR New Recruit Survey is out. We made several changes to improve upon the FY 95 survey based on input from the field and the other directorates here at headquarters. The information gleaned from the survey is a valuable tool in our recruiting efforts, so it is essential that guidance counselors continue to send completed surveys from the newly contracted recruits to us. We

If a friend asked your advice about seeing a recruiter, would you say it was:

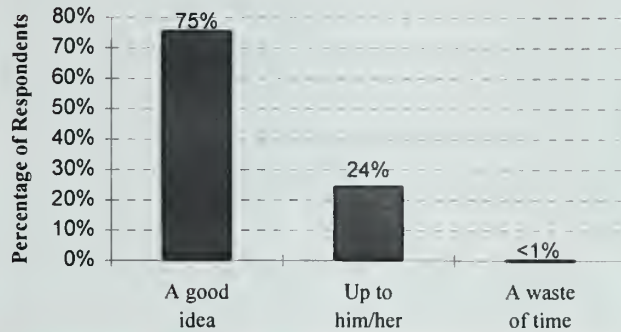


Chart 4

How important was information from the following areas in your decision to talk to an Army recruiter?

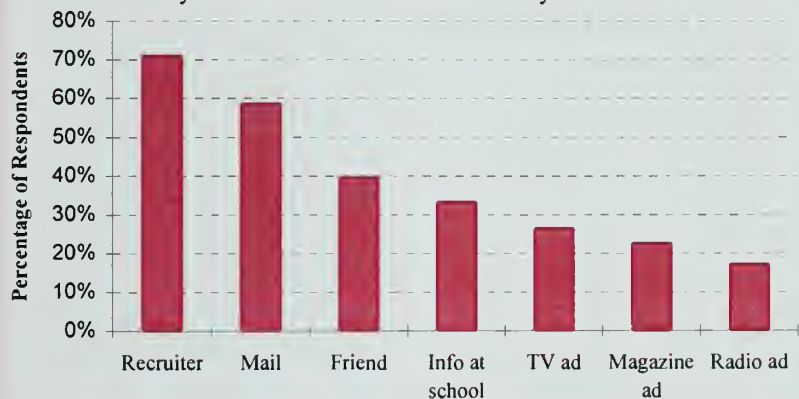


Chart 5

are constantly looking for ways to improve our survey. If you have any comments or suggestions, please let us know. Our address and phone number are printed on the front of the survey forms.

Conclusions

New US Army Reserve recruits' attitudes and perceptions closely mirror those held by their Regular Army counterparts. The decline in walk in traffic seems to be leveling off, but prospect initiation is still the primary method of initial contact with a recruiter. Recruiters must emphasize the opportunities afforded by the Army Reserve. The majority of prospects are still looking to build their futures by getting money for college and skill training. Parents continue to be the big-

gest positive influencers in the applicant's enlistment decision making process. Recruiters must exploit that relationship and continue to sell the Army to the parents in order to help land the prospect.

Additionally, the recruiter needs to prepare the prospect for the negative feedback that he or she is going to encounter from friends, who constitute the biggest group of negative influencers. Most new recruits have a positive attitude about their decision to enlist, and most feel that information from a friend was important in their decision to see a recruiter. Recruiters could see big dividends by using this positive attitude and the applicant's relationship with his or her friends by getting the applicant to make referrals.

USARC emphasizes unit referral help for recruiters

Army Reserve recruiters have historically spent a great deal of time trying to generate referrals from USAR units in their areas. We attend unit drills, address unit formations, try to develop key unit members as centers of influence, mention the need for referrals at every partnership council meeting, visit the unit chaplain, and generally speaking, work every angle we think *might* pay off with a referral. It's nice to know that with all this intensity there really is someone else who is ready to help.

Recently, MG George L. Gunderman, deputy commanding general of USARC, published a memorandum which made several key points to USAR unit commanders on the importance of unit support to the recruiting effort.

MG Gunderman's memo addressed the need for unit referrals to overcome the decreasing propensity for military service which was identified in the latest Youth Attitude Tracking Survey (YATS). He also pointed out that unit referrals are the most cost efficient recruiting lead source, stating that "Unit referrals reduce recruiter time and effort and produce prospects with a definite interest in joining the unit."

MG Gunderman also included an 18-point list titled "Making the Unit Referral Process Work." The list

specifically identifies actions USAR unit commanders can take to increase referrals from their soldiers, ensure high quality, and maximize accessions:

An 18-point unit referral list

- Commander announces support of the program at formation and asks everyone for referrals. Commander also discusses benefits to soldiers making referrals.
- Commander invites local unit designated recruiter to drill and introduces him/her at formation, verbally supports recruiter's mission, and solicits help from the soldiers.
- Commander provides a central area in the unit for a recruiter kiosk containing information (literature rack) on the unit referral process. This area should have a small table and chairs and prominently display the recruiter's picture and telephone number.
- Commander could designate a "Unit Referral Month" when all the above suggestions could be done.
- Commander provides a unit roster to recruiter for follow-up to solicitation of referrals.
- Commander establishes a positive rapport with the local recruiter, ensures maximum participation in Recruiting Partnership Councils, and remains accessible to the recruiter.
- Commander invites the recruiter to all social functions (family day events, holiday parties, etc.)
- Commander identifies any high school teachers in the unit to the recruiter.
- Commander provides equipment, if applicable for Total Army Involvement in Recruiting (TAIR) events.
- Commander may use ADSW funds to send soldiers with recruiters to high school recruiting fairs,

school career days, etc.

- Commander ensures that all unit vacancies are listed on USAR REQUEST.

- Commander contacts the recruiter to thank him for each new accession.

- When conducting the initial interview with new recruits, the commander or first sergeant asks for names of friends who may be interested in the USAR. Commander passes the names to the recruiter.

- Commander ensures that every new accession who fails to show is contacted and urged to come in.

- Commander encourages definite feedback from recruiter on referrals.

- In addition to the retirement point awarded to a unit soldier for a successful referral, a commander may give an award by certificate or unit/command Awareness Items.

- Commanders of Regional Support Commands (RSCs) may give an award of certificate or unit/command Awareness Items to the recruiter(s) who have supported units.

Obviously, this list of suggestions does not mean recruiters can sit back and wait for referrals to roll in. Nor is it practical to expect every USAR unit commander to do every single item on the list. A productive referral network requires as much work as ever. We still have to get out to the units, get involved in many of the actions suggested above, let them know we care about them, and that we take our responsibility to support them very seriously.

Working together in a true spirit of partnership can make success real for everyone. The next time you visit your local units you can go with the knowledge that USAR commanders are aware of the challenges you face and stand ready to help.

1. What are the five sales skills?

- a. Establish rapport, determining needs and interests, presenting features and benefits, closing and handling objections, determining qualifications.
- b. Establishing rapport, determining needs and interests, presenting features and benefits, closing and handling objections, follow-ups.
- c. Prospecting, sales presentations, processing, DEP or DTP maintenance, follow-ups.
- d. Establishing rapport, determining needs and interests, presenting features and benefits, closing and handling objections, processing.

2. After a student ASVAB is received, all Category I-III A juniors will be contacted within _____ days.

- a. 60
- b. 15
- c. 30
- d. 45

3. A DD Form 370 is valid for _____ months.

- a. 3
- b. 6
- c. 4
- d. 9

4. Who is the approval authority for lost time of five days or less?

- a. Battalion commander
- b. Commanding General, PERSCOM
- c. Brigade commander
- d. Company commander

5. The final decision to terminate a recruiter follow-up for a given prospect or applicant rests with the _____.

- a. Recruiter
- b. Station commander
- c. Company commander
- d. First sergeant

6. Parental consent may not be obtained more than _____ days before an applicant's 17th birthday.

- a. 7
- b. 5
- c. 3
- d. 10

7. USAR TPU members may serve a total of _____ cumulative days of recruiting ADSW within a given fiscal year.

- a. 15
- b. 60
- c. 30
- d. 45

8. Mission reduction based on recruiters' attending professional development courses during

an RSM due to unforeseen circumstances are at the discretion of the _____.

- a. Station commander
- b. Company commander
- c. Battalion commander
- d. Brigade commander

9. When the IRR screening is completed, the DARP Form 3425 will be mailed to USAR-PERCEN at the close of each business day.

- a. True
- b. False

10. What are the five critical tasks to successful selling?

- a. Prospecting, sales presentation, determining qualifications, processing, follow-ups
- b. Prospecting, sales presentation, processing, DEP or DTP maintenance, follow-ups
- c. Prospecting, sales presentation, determining qualifications, processing, follow-ups
- d. Establishing rapport, sales presentation, processing, DEP or DTP maintenance, follow-ups

11. Recruiting Station Training Schedules will be published _____ days prior to the first scheduled date of training and maintained with at least _____ days of scheduled training.

- a. 10, 30
- b. 5, 60
- c. 15, 30
- d. 5, 30

12. When probing for mines, you should probe every _____ inches across a _____ meter wide path.

- a. 3, 2
- b. 2, 1
- c. 1, 1
- d. 2, 2

13. When loading an M60 machine gun, the first step is to place the safety in the F (fire) position.

- a. True
- b. False

14. The first step to sending a radio message is: _____.

- a. Listen to make sure the net is clear.
- b. Call the distant radio station using the correct call sign.
- c. Break squelch.
- d. None of the above.

The answers to this month's Test can be found on the inside back cover.

The following is a list by battalion of the first OPSC/LPSC to achieve mission box in RSM Dec 96.

1st Brigade

ALBANY

LPSC - Schenectady RS
OPSC - Stamford RS

BALTIMORE

LPSC - Frederick RS
OPSC - Arlington RS

NEW ENGLAND

LPSC - Fall River RS
OPSC - Laconia RS

HARRISBURG

LPSC - Lancaster RS
OPSC - Wellsboro RS

NEW YORK

LPSC - Flatbush RS
OPSC - Harlem RS

PHILADELPHIA

LPSC - West Philadelphia RS
OPSC - Pottstown RS

PITTSBURGH

LPSC - Morgantown RS
LPSC - Uniontown RS
LPSC - North Hills RS
OPSC - Somerset RS

SYRACUSE

LPSC - Watertown RS
OPSC - Ithaca RS

BECKLEY

LPSC - Richmond West RS
OPSC - Fairlea RS

2d Brigade

ATLANTA

LPSC - Dalton RS
OPSC - Fairfield RS

COLUMBIA

LPSC - Columbia Downtown RS
OPSC - Dillion RS

JACKSONVILLE

LPSC - Duluth RS
OPSC - Neptune RS

MIAMI

LPSC - Hollywood RS
OPSC - Lauderdale RS

MONTGOMERY

LPSC - Brewton RS
OPSC - Fairfield RS

NASHVILLE

LPSC - Chattanooga RS
OPSC - Campbellsville RS

RALEIGH

LPSC - Cary RS
OPSC - Williamston RS

TAMPA

LPSC - Tampa North RS
OPSC - Sanford RS

JACKSON

LPSC - Ocean Spring RS
OPSC - Laurel RS



3d Brigade

CHICAGO

LPSC - Melrose Park RS
OPSC - DeKalb RS

CLEVELAND

LPSC - Warren RS
OPSC - Tiffin RS

COLUMBUS

LPSC - Heath RS
OPSC - Findlay RS

INDIANAPOLIS

LPSC - Highland RS
OPSC - Rensselaer RS

GREAT LAKES

LPSC - Dearborn Main RS
OPSC - Owosso RS

MILWAUKEE

LPSC - Wausau RS
OPSC - Oshkosh RS

MINNEAPOLIS

LPSC - Rapid City RS
OPSC - Pierre RS

5th Brigade

DALLAS

LPSC - Odessa RS
OPSC - Sherman RS

HOUSTON

LPSC - Beaumont RS

LPSC - Willowbrook RS
OPSC - Galveston RS
OPSC - Jasper RS

KANSAS CITY

LPSC - Springfield-Battlefield RS
OPSC - Ava RS

NEW ORLEANS

LPSC - Monroe RS
OPSC - Natchez RS

OKLAHOMA CITY

LPSC - Norman RS
OPSC - Bartlesville RS

SAN ANTONIO

LPSC - Temple RS
OPSC - Kingsville RS
OPSC - Del Rio RS

DES MOINES

LPSC - Davenport RS
OPSC - Fremont RS
OPSC - Spencer RS

ST. LOUIS

LPSC - Belleville RS
OPSC - E Peoria Washington RS

6th Brigade

DENVER

LPSC - Aurora RS
OPSC - Durango RS

LOS ANGELES

LPSC - Fresno South RS
OPSC - Hanford RS
OPSC - Crenshaw RS

PHOENIX

LPSC - Dyer RS
OPSC - Tucson RS

PORTLAND

LPSC - Roseburg RS
OPSC - North Bend RS

SACRAMENTO

LPSC - Golden Gate RS
OPSC - Susanville RS

SALT LAKE CITY

LPSC - Nampa RS
OPSC - Havre RS

SOUTHERN CALIFORNIA

LPSC - Anaheim RS
OPSC - Cypress RS

SEATTLE

LPSC - Everett RS
OPSC - Moscow RS



The Glenn E. Morrell Award

ALBANY

SFC Steven Roosendaal
SFC Carol Starkey

BALTIMORE

SSG Ronald Cross
SFC Donald McNeil
SFC Brian Mullican

COLUMBIA

SSG James Hawkins

HARRISBURG

SFC Timothy Clark

HOUSTON

SFC Andrea Brown

MINNEAPOLIS

SFC Brian Little
GS7 Michael Olson

NEW ENGLAND

SFC Gerald Stafford

NEW ORLEANS

SFC John Cunningham

OKLAHOMA CITY

SSG Jeffrey Echols

PITTSBURGH

SFC Calvin Paugh
SFC Larry Shaw
SFC Richard Hickman
SFC Lenard Wilczynski

PHOENIX

SFC Andrew Montenegro

RALEIGH

SFC Travis Gregg

SALT LAKE CITY

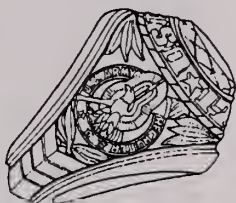
SFC Darell Vander Linden
SFC Michael Pedersen
SFC Craig Baxter
SFC Patrick Boyd
SFC Itula Tupea

SEATTLE

SFC Johnny Washington
SFC Richard Dunlap

SYRACUSE

SFC Daniel Lamont



BALTIMORE

SSG Eric Enderle
SSG Rex Judy
SGT Robert Sprouse

DENVER

SFC Scott Bond

HOUSTON

SFC Nelson Guifarro

JACKSONVILLE

SFC Lloyd Rogers
SFC James Gill
SFC Clifford Strozier
SSG John Martin
SSG Gregory Savage

MONTGOMERY

SSG Mark Black
SSG James Knight

NEW ORLEANS

SSG Cedric Silverman

PHILADELPHIA

SSG Michael Polite
SSG Beverly Williams
SSG Stewart Taylor
SFC Deborah Robinson

PITTSBURGH

SFC Daniel Ellis
SSG Donald Copley
SGT Andy Pharris

PORTLAND

SSG Gary Ballard

SSG James Sexton

SSG Gerald Trahan

RALEIGH

SSG John Tunnell
SSG Brian Edwards
SSG Phillip Simms
SFC Johnnie Jennings
SSG Mary Griffin
SSG Phyllis Phelps
SGT Nina Price
SSG Thomas Bullard

ST. LOUIS

SSG Bobby Pride

TAMPA

MSG Jeffrey Hinton
SFC Pedro Rivera
SFC Jeremiah Joyner



ALBANY

SSG Daniel Runke

BALTIMORE

SSG Bashir Mohamud
SGT Kenneth Hurst
SGT Michael Shifflett
SSG Anthony Harrison
SGT Jerome Bush
SSG Richard Wolf

BECKLEY

SSG Troy Brown
SSG Brian Lakes

CLEVELAND

SFC Charles Warnock
SSG Gary Pitchford
SFC Mark Balazs
SFC Lynwood Stanley
SGT Daniel Himes
SGT Mia Riddick
SGT Michael Freeders

COLUMBIA

SFC Arthur Cobb
SGT Donald Crowder
SGT Troy Brooks
SSG Daniel Hilton
SGT Jason Rortvedt
SSG Robert Bryant
SGT Donald Mercer
SGT Anthony Avery
SSG Berkeley Parsons
SGT Patrick Powell
SSG Scott Dominski

SSG Darryl McVay
SSG Daniel Booher
SGT Timothy Stevens

DALLAS

SGT Thomas Armstrong

DENVER

SGT Keith Lehman
SGT Robert Dunaway

DES MOINES

SSG David Fields
SSG Lee Smith
SSG Troy Lusk

GREAT LAKES

SFC Richard Cline
SFC James McClarren
SSG Eddie Boone
SSG James Perkins
SSG Troy Brown
SGT George Carter
SSG Andrew Toller
SSG Stephen Pazderak
SSG Thomas Hitch
SSG John Boundinot

HOUSTON

SGT Michael Forbes
SGT Elizabeth Jarapko

INDIANAPOLIS

SFC Wesley Branham

JACKSON

SGT Gloria Crosby

JACKSONVILLE

SSG William Alsobrook
SSG Brian Adams
SFC Moises Alcaide

SSG Ralph Platt
SSG Twanda Pressey
SSG Rocky Gannon
SSG Jeanette Cooper
SGT Benjamin Murray

KANSAS CITY

SSG Ritchey Green

LOS ANGELES

SSG James O'Connor

MILWAUKEE

SSG Montgomery Dunbar

MINNEAPOLIS

SSG Derrick Kroll
SSG Mitchell Dale
SSG John Towers
SSG James Butler
SSG Keith Grawe
SSG Jeffrey Griffith
SSG Michael Miller
SGT Troy Doese

MONTGOMERY

SFC Debra Gomez

NASHVILLE

SSG Jody Camp
SFC Douglas Welbaum
SSG David Myers

NEW ENGLAND

SSG C. Mortimore
SFC Steven Hakes
SGT Frederick Quichocho
SSG Eric Moran
SSG Gerald Patten

NEW ORLEANS

SSG Billy Wilkerson
SGT Brenta Wriceharvey
SSG Scott Warhurst

PHILADELPHIA

SSG Alan Campbell
SSG W. Tillmanprovo
SSG Ward Adams
SSG C. Turner-Jones
SGT Anthony Grebe
SSG Neville Mitcham

PITTSBURGH

SFC Robin Epps
SFC Mark Ellenburg
SGT William Wagner
SSG Patrick Krease

PORTLAND

SFC Randall Knodel
SFC Harold Simpson
SSG Darin Otjen

RALEIGH

SFC Allen Britt
SSG Alvin Chestnut
SFC Joseph Durnin
SSG Virginia Ammons
SSG David Cochrane

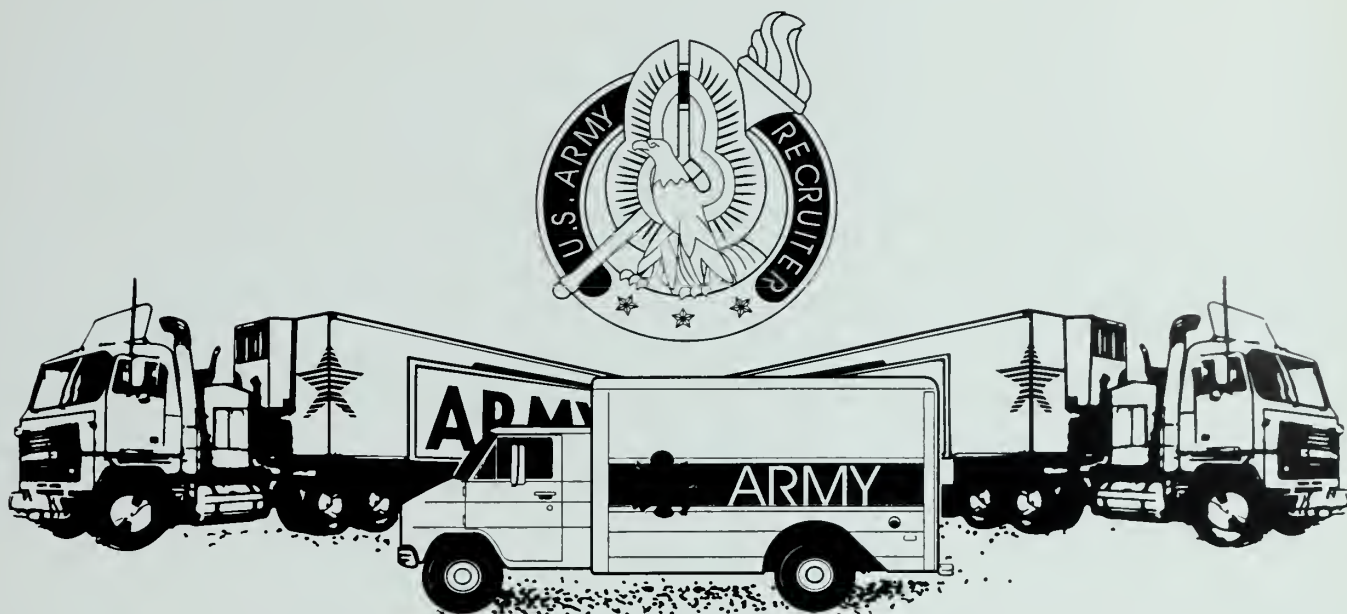
SACRAMENTO

SSG Frankie Cruz
SFC James Stinson
SGT Frerick Manuta
SSG Martin Steel

SAN ANTONIO

SSG Orben Montoya
SGT Martin Silva
SGT John Simmons
SGT Peter Rocha
ST. LOUIS
SSG Derek Ecker
SSG David Smith
SSG Richard Skidis
SSG Roberto Hernandez
SFC Penny Melvin
SGT Mark Martin
TAMPA
SGT M. Rivera-Ayala





RECRUITING SUPPORT BATTALION

MARCH

Cinema Vans

DES MOINES, 18 Mar - 25 Apr
 GREAT LAKES, 25 Mar - 9 Apr
 HARRISBURG, 19 - 29 Mar
 INDIANAPOLIS, 5 - 22 Mar
 JACKSON, 26 Mar - 12 Apr
 MONTGOMERY, 12 - 25 Mar
 NEW ORLEANS, 12 Mar - 11 Apr
 PHILADELPHIA, 5 - 15 Mar
 SALT LAKE CITY, 26 - 29 Mar
 SOUTHERN CALIF., 26 - 29 Mar

Cinema Pod

CLEVELAND, 1 - 29 Mar
 DES MOINES, 13 Mar - 3 Apr
 JACKSONVILLE, 12 - 29 Mar

MILWAUKEE, 1 - 29 Mar
 NASHVILLE, 19 Mar - 11 Apr
 NEW YORK, 19 Mar - 11 Apr
 OKLAHOMA CITY, 1 - 9 Mar
 PITTSBURGH, 19 Mar - 18 Apr
 SACRAMENTO, 11 Mar - 2 Apr

Adventure Van

DALLAS, 8 - 15 Mar
 DES MOINES, 25 - 29 Mar
 KANSAS CITY, 18 - 22 Mar

APRIL

Cinema Vans

CHICAGO, 12 - 26 Apr
 LOS ANGELES, 2 - 26 Apr
 NASHVILLE, 16 - 26 Apr
 NEW YORK, 16 - 26 Apr

PORTLAND, 2 - 26 Apr
 SAN ANTONIO, 16 - 29 Apr

Cinema Pod

BECKLEY, 23 - 29 Apr
 HOUSTON, 22 - 26 Apr
 INDIANAPOLIS, 2 - 26 Apr
 JACKSON, 16 - 29 Apr
 MIAMI, 23 - 29 Apr
 MINNEAPOLIS, 2 - 29 Apr
 SEATTLE, 8 - 25 Apr
 ST. LOUIS, 8 - 17 Apr
 TAMPA, 2 - 18 Apr

Adventure Van

BALTIMORE, 29 Apr
 GREAT LAKES, 22 - 25 Apr
 MINNEAPOLIS, 2 - 11 Apr

Answers to the Test

1. a, USAREC Pam 350-7, para 1-1c
2. c, USAREC Reg 350-6, para 3-14c
3. b, USAREC Reg 601-56, Appendix B-4
4. a, AR 601-210, para 4-10c
5. b, USAREC Reg 350-7, para 4-25
6. a, AR 601-210, para 2-3a(2)(a)
7. c, USAREC Reg 601-72, para 1-5b(3)
8. d, USAREC Reg 601-73, para 4e(1)(g)
9. b, USAREC Reg 140-4, Appendix D-3a
10. b, USAREC Pam 350-7, para 1b
11. c, USAREC Reg 350-4, para 2-8a
12. b, STP 21-1, page 323
13. a, STP 21-1, page 191
14. a, STP 21-1, page 37

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